

FACULTY SENATE MEETING

November 7, 2012

1. Call to Order.

CHAIR SANDRA KELLY (Psychology) called the meeting to order, and welcomed Faculty Senators, University officers, and guests.

2. Corrections and Approval of Minutes.

CHAIR KELLY then asked for corrections to the minutes of the meeting of October 5, 2012. There were no corrections and the minutes were approved as written.

3. Invited Guest

MS. TINA DEVLIN (Campus Wellness Faculty/Staff Program Coordinator) delivered an overview of the services offered by Campus Wellness, which include:

- free blood pressure screenings (drop-ins welcome)
- body fat analysis
- exercise consultations w/a certified personal trainer
- one-on-one nutrition counseling w/registered dieticians (for a nominal fee). This service is offered through Student Health Services on the central campus.
- work site wellness screenings for faculty and staff who participate in the State Health Plan (\$15 fee, one time a year).
- weight management programs
- Type II Diabetes program, beginning in the spring
- presentations that we provide on chronic disease management
- workshops on proper performance of strength training exercises

The majority of Campus Wellness programs are free of charge to faculty and staff. The office is located in the Blatt P.E. Center, first door on the right. Ms. Devlin encouraged interested faculty and staff to get in touch, she can be reached at 777-6518 or at devlin@mailbox.sc.edu.

4. Reports of Committees

a. Committee on Curricula and Courses, Professor Brian Habing, Chair

PROFESSOR HABING (Statistics) reported changes for the College of Arts and Sciences, the Moore School of Business, The College of Education, the College of Engineering and Computing, the School of Hospitality, Retail, and Sport Management, and Palmetto Programs

(please see attachment, pages 1-25). Following a motion from Senators from the College of Engineering and Computing, the course CSCE 415 was tabled, and the rest of the changes were adopted.

5. Reports of Officers

PRESIDENT HARRIS PASTIDES greeted his faculty colleagues and opened his report with an update of the University's planned activities as a new budget cycle is set to begin. Last year, our University fared better than other public colleges and universities. We received state funding for Palmetto College, which we are referring to as South Carolina's "public online university;" we received some money for a new Law School; and also for deferred maintenance on this and our other campuses. We are in the process of developing our priorities for what will be FY14, which will begin on July 1, 2013.

The Faculty Budget Committee is the vehicle for faculty input in the budget process. President Pastides thanked last year's members, including Sandra Kelly, Jim Knapp, Camelia Knapp, Bo Cai, Al Pakalnis, and Varsha Kulkarni, for their time and involvement in the many budget meetings. He also thanked Student Government President Kenny Tracy.

The University will again take up the issue of a state-supported pay raise for faculty and for staff. For the 3% pay package and associated increases in retirement and health insurance that began on July 1, the State of South Carolina provides only 1/3 of the funding required for salary and fringe changes for the system operating budgets. Prior to 2008, pay package funding was approximately 2/3rds of the need. The state provides no pay package support salary and fringe for non-operating positions, including positions funded by research grants and other "soft money" sources. During the upcoming legislative session, the University will advocate for a more robust pay increase in the current year.

The Provost will be discussing the issue of salary compression with the Faculty Welfare Committee, who will be engaged fully with the University's Administration Team as they build the FY14 budget.

President Pastides noted with pride that over 100 new colleagues joined the university this fall, and that 120 - 130 faculty searches are currently ongoing. When these searches are concluded, we will move toward the 225 - 230 new faculty positions that we are anticipating will join us over a three year period. The President observed that the faculty class that we welcomed to this university this fall is probably as good as any in any public or private university around the country. We are so proud to have them.

The President then delivered a report to correct some assertions made in two recent Daily Gamecock articles. The Gamecock reported that supplemental pay was awarded to a large number of employees who earn over \$100,000. The article left the impression that most of those were in administration or central administration but the data indicate that of 237 such individuals, 93% of those increases were to faculty members. The article also indicated that a

large number of bonuses were awarded, which is not the case. The only salary adjustments were awarded were for those who took on new positions, had a promotion, took on additional responsibility, to meet a retention offer, or in rare cases for extremely meritorious service. The vast majority of the salary increases that were reported by the Daily Gamecock were for faculty members who took on additional administrative roles in the department or at the unit level, but not in central administration. When professors are no longer in these roles, those supplements cease.

As a point of personal privilege, President Pastides commented on what was reported as a salary increase for him both in the campus newspaper and in the local media. As background, the President provided these details: Every 4 years, the Board of Trustees changes leadership. This year that happened in July. Both the outgoing Board Chair and the incoming Board Chair were pleased with the direction that the university was going and they proposed that they continue President Pastides' leadership into the foreseeable future. The university hired an expert in presidential compensation, who analyzed data from large public universities like ours where the annual budget is over \$1 billion a year. The compensation expert recommended and the Board proposed, not a salary increase but a deferred compensation plan, which the President would receive at retirement. The Board also designed a retention incentive that the President will receive if he remains President for an additional 5 years (and will not receive if he does not).

President Pastides noted that the funding for these initiatives did not involve any state appropriated dollars nor any tuition dollars and that he would not have accepted it had the money for that come from those sources. The funding will come using private dollars from the USC Educational Foundation.

President Pastides reported on a recent success at the University, the launch on October 25 of the Ronald E. McNair Center for Aerospace Innovation and Research. Ronald McNair was a South Carolina hero born in Lake City, South Carolina, a hometown shared by Darla Moore. At the age of 9, McNair was not allowed to borrow books from the Lake City Library because he was African American. He and his mother succeeded in negotiating library privileges for him and, after completing a baccalaureate degree at a historically black college in North Carolina, he was admitted to MIT into a doctoral program in Physics. McNair ultimately became a scientist and an astronaut. He returned as a hero, having been on the first Challenger voyage, and served as a keynote speaker at USC's graduation ceremony in August of 1984. Eighteen months later, he perished in the second Challenger launch. University benefactor Anita Zucker matched Darla Moore's \$500 million gift, so now two prominent South Carolina women have each seeded the McNair Center with \$500 million gifts.

President Pastides announced the recruitment of a new endowed chair in Aerospace. Dr. Zafer Gürdal, presently at the Delft University of Technology in the Netherlands, will be appointed in the Department Mechanical Engineering. The University will offer 4 new Aerospace degrees,

primarily through the College of Engineering, but with collaboration from Business and other programs.

The President closed his report with an update on the well-being of Gamecock tailback Marcus Lattimore, who was injured in the game against the Arkansas Razorbacks. The Gamecock Family had a wonderful and mainly spontaneous celebration for his 21st birthday on October 29th. Mr. Lattimore recently returned from Alabama after having surgery by one of the nation's most prominent orthopedists specializing in athletic surgeries. He is beginning his recuperation.

PROVOST MICHAEL AMIRIDIS opened his report with an update on several searches currently underway at the University. The search for the Chancellor of Palmetto College is progressing and the Provost is hopeful that we will have a Chancellor in early January.

The search for the new dean of the School of Business is moving at a very satisfactory pace, chaired by Dean Mary Anne Fitzpatrick. The committee has a very strong candidate pool and is gearing up towards having airport interviews during the first couple of weeks of January.

Provost Amiridis noted that the University is accepting nominations and applications for various campus-wide faculty awards. He encouraged faculty members to nominate, apply, or help get the word out to colleagues about the awards. The announcement has been distributed to the Council of Academic Deans, as well.

The Provost provided an update on the third phase of the faculty replenishment initiative. The Provost's Office has been gathering and reviewing data on these factors:

- teaching loads for tenure/tenure-track faculty members in each of the University's departments
- doctoral degrees awarded in each one of the departments across campus
- research and scholarly outputs in each one of the departments across campus.

The data indicate that some departments have significantly higher teaching loads in terms of student/faculty ratios. Some departments also stand out in terms of faculty research and scholarly productivity. Provost Amiridis is in the process of discussing the data with the deans of the different colleges to get their perspectives and to try to understand some of the discrepancies between units in different colleges and within the same college. Using data analysis to pinpoint where the critical needs are, the Provost has determined this year to make direct allocations for the third phase of faculty replenishment.

Provost Amiridis followed-up on the President's report on compensation issues. He specifically wanted to address a recent article in the Daily Gamecock that may have been interpreted to report that the current administration had been bulking up salaries of University administrators by bonuses and special benefits while ignoring the compensation of the majority of the faculty. The Provost asked our Division of Human Resources for data tracking raises to University

employees who earn over \$100,000 in annual salary as compared to raises for those who earn less than \$100,000 in annual salary. For the academic year 2011-2012, 84 of 514 employees who earn over \$100,000 received raises in excess of the 3% approved by the state legislature, representing a percentage of 16.3.

The University has 5,241 employees who earn less than \$100,000 in annual salary, and 817 of them received raises last year in excess of the 3% approved by the state legislature, representing a percentage of 15.6.

The percentage numbers are nearly identical for the two groups. For the last fiscal year the same percentages were 18.3% versus 17.4%, and for 2009-2010, the numbers were 9.6% versus 9.6%. These numbers show that there is no differential treatment in terms of the salaries between employees that make more than \$100,000 and less than \$100,000.

Provost Amiridis also sought to clarify information in the article regarding bonuses. By state law, no employee who earns over \$100,000 per year can receive a bonus. The article is likely referring to the concept of supplemental pay. Ninety percent of University employees who receive supplemental pay are faculty members, not full time administrators – that is Deans and Vice Presidents. Supplemental pay can come in the form of supplements, for research, for teaching overloads, or for a faculty member's taking on administrative responsibilities at the Department level as Chair, Associate Chair, Program or Graduate Director.

The Provost sought to correct the impression that the administration has done nothing to address faculty salaries. During the last four years, the tenure of the current administration, we had more than 800 faculty raises for meritorious performance, for promotion, or for additional duties. The average pay-for-performance raise during this period was 9%. In FY12 alone, in addition to the 3% raise across the board, the University provided pay-for-performance raises to 148 faculty members. The average pay-for-performance increase during the last fiscal year was 10.4%. The deans and department chairs initiate the process and the Provost's Office facilitates it. Funding comes from the internal resources of the colleges.

Provost Amiridis noted that these initiatives have not addressed the systemic compression issue that we experience at the University. The Provost's Office has been gathering and analyzing faculty salary data. Senior Vice Provost Christine Curtis has met with the Chairs of the Faculty Budget Committee and the Faculty Welfare Committee, and they have a second meeting on Friday, November 9, to coordinate methodology and interpretation of the data. We have collected data for a number of peer and peer aspirant institutions. We have looked at average salaries by discipline and by rank – assistant, associate and full professors. We have also looked at time in rank and are using a regression model to account for time in rank.

From the analysis of the data, it appears that we will need approximately \$5 million on a recurring basis to address our salary compression issues. We know we cannot address this problem in one year, but the Provost hopes to be able to address it in a period of two to three

years. That basically means that we will have to put \$1.5 to \$2 million per year for the next two to three years to address this problem. Provost Amiridis clarified that the initiative, if successful, will not guarantee that every faculty member's salary will reach the average of our defined peer group. It also does not guarantee that every faculty member whose salary is below average will get a compression raise, as some faculty salaries are below average due to performance issues.

The University's Administration Team will make this initiative a priority and will ask for the Board of Trustees to approve this budget as part of the University budget next year to address compression issues. While the Provost cannot guarantee what the Board will do, he has pledged to carry the initiative forward.

In response to questions from the floor, the Provost made the following points:

- Regarding the third phase of the faculty replenishment initiative, the University's critical needs areas will be identified by evaluating a number of variables: student-to-faculty ratio, PhD production during the last five years, grant generation over the last five years.

- Salary compression issues vary across the University, and each department will be evaluated separately.

SENIOR VICE PROVOST CHRISTINE CURTIS provided the following information: salary increases for promotions are standardized across the University: \$4,000 for the first promotion, and \$6,000 for the second. These increases are fairly standard nationally for public research universities, according to a survey by the Faculty Salary Committee, commissioned by then-Provost Becker several years ago.

6. Report of Secretary

There was no report.

7. Report of Chair

CHAIR KELLY opened her report by thanking the President and the Provost for their candid discussion of salaries and compression issues. Faculty Budget as well as Faculty Welfare is working closely with the Provost's Office to look at the compression issues. The data sharing and process has been very transparent. Chair Kelly, the Chair of Faculty Budget, and the members of the Faculty Budget Committee attend, to the extent that they can, the Provost's and the President's budget meetings to hear the different units talk about their own specific budgets and requests. Chair Kelly encouraged Senators and faculty who are interested in these issues to volunteer for these committees, as there is much work to be done.

Chair Kelly re-capped the discussion from the October meeting regarding the format of a Faculty Code of Conduct or "bullying in the workplace" policy. She noted that the first draft of the policy is not quite ready to bring to the Senate floor. The Faculty Welfare Committee, chaired

by Professor David Mott (Medicine), has become aware of a policy from Texas A&M and is studying it. The policy was passed by Faculty Senate at Texas A&M but their legal counsel would not support it. Chair Kelly and Faculty Welfare hope to contact the legal counsel office here and at Texas A&M to find out what the issues were. They hope to present the first draft of the policy at the December 5th meeting. Chair Kelly encouraged Senators and faculty to review the Texas A&M policy, posted on the Faculty Senate Blackboard site under “Faculty Codes of Conduct.” Chair Kelly invited comments on the policy; she or Professor Mott will be glad to receive them.

All of the committees have been very busy. Faculty Steering had much to discuss about the different issues that are going forward. Faculty Welfare, in addition to working on the Code of Conduct, is working on other issues.

Faculty Athletics is looking into a variety of different things including an examination of courses that athletes take and how some of the admission processes work for athletes.

Faculty Budget is working on faculty compression issues. They have all of the data that the Provost mentioned, and it is very interesting information.

Curricula and Courses is still pushing forward with the Carolina Core. There should be another influx of courses coming through for the Carolina Core in December. The Committee’s work should slow down a bit after that.

Chair Kelly has been in contact with the other chairs of Faculty Senate throughout the southeast consortium. They are talking about getting together to meet to discuss faculty governance issues. They hope to work on issues that are in common across our universities and try to eventually come up with ways to work on them. One of the issues with faculty governance in general is the turnover. Our Faculty Senate chair here is present for 2 years and in many institutes it is just 1 year. It is hard to get continuity and move forward when the leadership changes so quickly, and the group would like to find ways to address the problem.

Chair Kelly reminded Senators and Faculty that flu shots are available. They will remain free for faculty as long as there are funds.

8. Unfinished Business

There was no unfinished business.

9. New Business

There was no new business.

10. Good of the Order

There were no issues brought forward for the good of the order.

11. Announcements

The next meeting of the Faculty Senate will be on Wednesday, December 5, at 3:00 p.m., in the Law School auditorium.

12. Adjournment

A motion to adjourn was seconded and passed.